

APPENDIX A

AFFIRMATIVE ACTION GOALS AND OBJECTIVES

1. General – This section contains affirmative action goals and objectives. Goals are intended to be realistic and achievable, with measurable prospects for attainment. Goals are not:

a. Ceilings or base figures that are to be reached at the expense of requisite qualifications and standards.

b. Quotas.

2. Responsibilities for goal development or accountability for affirmative action goals will be with the commander, Staff, principal or functional manager who has the resources and authority to control or influence the outcome of specific affirmative actions.

3. Assessments and Cultural Awareness.

a. Annual Assessment of the Brigade AAP.

(1) Proponent: Equal Opportunity Advisor.

(2) Objective: Evaluate the effectiveness of the Brigade AAP.

(3) Affirmative Action(s):

a. Prepare annual assessment of the Brigade AAP and submit to appropriate commanders and staff principals.

b. Use every appropriate assessment means to ensure a comprehensive evaluation is provided.

(4) Goal: Present and accurate, balanced, and objective appraisal of the Brigade's AAP.

(5) Milestone: Submit the Assessment annually to the Brigade Commander, NLT 31 January of the new fiscal year.

(6) Basis of Goal: AR 600-20 and DoD 1350.3.

b. Special Ethnic Observances.

(1) Proponent: Brigade EOA and Special/Ethnic Observances Committees.

(2) Objective: Ensure Special/Ethnic observances are conducted within the appropriate timetable, as prescribed IAW AR 600-20, Chapter 6.

A-1

(3) Affirmative Actions:

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a. Develop programs that focus on culture, language, customs, beliefs, and contributions to America's history, past and present.

b. Monitor and report special/ethnic observances conducted at brigade, battalion, and company level.

(4) Goal: Enhance cross-cultural awareness of all ethnic and cultural groups.

(5) Milestone: Provide quarterly reports on observances conducted.

(6) Basis for Goal: AR 600-20, Chapter 6.

4. Force Composition.

a. Officer and Enlisted

(1) Proponent: S-1.

(2) Objective: Determine the population distribution of assigned REDCAT and gender.

(3) Affirmative Action: Report the composition of officers, warrant officers, and enlisted soldiers by REDCAT and gender.

(4) Goal: Reduce the number of unknowns in the data.

(5) Milestone: Report REDCAT statistics quarterly to EOA NLT than 17 working days prior to the end of each quarter.

(6) Basis for Goal: DoD Directive 1350.3 and AR 600-20, Chapter 6.

b. Officer Assignments.

(1) Proponent: Brigade Commander/S-1

(2) Objective: Support the Department of the Army objectives to ensure that minorities and females have equal opportunity for career progression, assignments, training, and skill development.

(3) Affirmative Action: Review Assignments of all officers to achieve and equitable ratio for minority and female officers within the Brigade in command and staff positions.

A-2

(4) Goal: Assignments should be comparable to the overall population of eligible officers in the brigade.

(5) Milestone: Report Quarterly to EOA, NLT 17 working days prior to the end of each quarter.

(6) Basis for Goal: AR 600-20 and DoD Directive 1350.3.

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c. Command Sergeants Major (CSM) and First Sergeant (1SG) Assignments.

(1) Proponent: Brigade CSM/S-1

(2) Objective: Support the Department of the Army efforts to ensure that minorities and females have equal opportunity to compete for and be placed in CSM and 1SG positions.

(3) Affirmative Action: Monitor and report the number of CSM and 1SG assignments by level of command, REDCAT, and gender.

(4) Goal: Assignments should be comparable to the overall population of eligible Master Sergeants (MSG) and Sergeants First Class (SFC, promotable) in the Brigade.

(5) Milestone: Report quarterly to EOA, NLT 17 working days prior to the end of each quarter.

(6) Basis for Goal: AR 600-20 and DoD Directive 1350.3.

5. Enlisted Promotions.

a. Semi-centralized promotion Boards.

(1) Proponent: S-1.

(2) Objective: Ensure all soldiers have equal opportunity for promotion.

(3) Affirmative Action:

(a) Develop a database to identify the total number of Brigade soldiers eligible to appear before Sergeant and Staff Sergeant promotion boards each month by REDCAT and gender.

(b) Develop a database to identify the total number of soldiers recommended for promotion to Sergeant and Staff Sergeant each month by REDCAT and gender.

A-3

(4) Goal: Selection percentages for each category should not be less than the overall selection percentage for the total population considered. The overall selection percentage will be applied to the considered population of each category to determine if the number of soldiers recommended for promotion is consonance with the overall selection percentage. When significant variances occur, causal factors should be determined.

(5) Milestone: Report quarterly to EOA, NLT 17 working days prior to the end of each quarter.

(6) Basis for Goal: AR 600-20 and DoD Directive 1350.3.

b. Decentralized Promotions.

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- (1) Proponent: S-1
- (2) Objective: Provide qualified soldiers and equal opportunity for promotion.
- (3) Affirmative Actions:
 - (a) Develop a database to identify the total number of Brigade soldiers eligible for advancement to Private (E-2) through Specialist (E-4) each month by REDCAT and gender.
 - (b) Develop a database to identify the total number of soldiers advanced to Private (E-2) through Specialist (E-4) each month by REDCAT and gender.
- (4) Goal: Selection rates for each category should not be less than the overall selection rate for the total population considered. The overall selection rate will be applied to the considered population of each category to determine if the number of soldiers recommended for promotion is in consonance with the overall selection rate. When significant variances occur, causal factors should be determined.
- (5) Milestone: Report quarterly to EOA NLT 17 working days prior to the end of each quarter.
- (6) Basis for Goal: AR 600-20 and DoD Directive 1350.3.

6. Professional Military Education, III Corps Noncommissioned Officers Academy (NCOA).

- a. Proponent: CSM/S-3
- b. Objective(s): Provide qualified soldiers equal opportunity for attendance and graduation at III Corps NCOA.

A-4

c. Affirmative Actions:

Maintain database for soldiers who enroll in courses taught at the III Corps and Fort Hood NCO Academy by REDCAT and gender. Attendance rates for each category should be comparable to the overall population of eligible soldiers. Where disparities exist, causal factors should be determined.

- d. Goal: Provide soldiers equal opportunity to attend the required career progression schools.
- e. Milestone: S-3 reviews quarterly, and reports to Appropriate CSM, NLT 7 working days following the end of each month.
- f. Basis for Goal: AR 600-20 and DoD Directive 1350-3.

7. Enlisted Involuntary Separations.

- a. Proponent: S-1/Legal NCO
- b. Objective: Ensure that separation policies are applied equally.
- c. Affirmative Action(s):

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(1) Maintain a system for monitoring discharges by character of discharge (Ch 5, Ch 7, Ch 9, Ch 13, Ch 14, and Ch 15), by REDCAT and gender.

(2) Where disparities exist, determine causal factors.

d. Goal: Adverse separations within each category should be similar to the overall rate for the total population.

e. Milestone: Report quarterly to EOA, NLT 17 working days prior to the end of each quarter.

f. Basis for Goal: AR 600-20 and DoD Directive 1350.3.

8. Enlisted Retention:

a. Reenlistments.

(1) Proponent: Reenlistment NCO.

(2) Objective: Ensure reenlistment policies are applied equally.

A-5

(3) Affirmative Action(s):

(a) Develop a system for monitoring reenlistment in each category by REDCAT and gender.

(b) Where disparities exist, causal factors should be determined.

(4) Goal: Re-enlistments in each category should be similar to the rate for the overall population of eligible soldiers.

(5) Milestone: Report Quarterly to EOA, NLT 17 days prior to the end of each quarter.

(6) Basis for Goal: AR 600-20 and DoD Directive 1350.3.

b. Bars to Reenlistment.

(1) Proponent: Reenlistment NCO.

(2) Objective: Ensure bars to reenlistment are applied equally.

(3) Affirmative Action(s):

(a) Develop a system for monitoring bar to reenlistments in each category by REDCAT and gender.

(b) Where disparities exist, causal factors should be determined.

(4) Goal: Bars to reenlistment in each category should be similar to the overall population of soldiers who are barred. Units will review bars to reenlistment and identify/address possible trends with respect to REDCAT and gender.

(5) Milestone: Report Quarterly to EOA, NLT 17 working days prior to the end of each quarter.

(6) Basis for Goal: AR 600-20 and DoD Directive 1350.3.

9. Equal Opportunity Educations and Training.

a. Proponent: Brigade/Battalion/Company Commanders.

b. Objective: Provide Equal Opportunity/Consideration Of Others (CO2), and Prevention of Sexual Harassment education and training for all soldiers in the brigade on a recurring basis.

c. Affirmative Action(s):

A-6

(1) Schedule EO/CO2 training on the unit-training schedule.

(2) Conduct EO/CO2 training a minimum of two hours quarterly for all personnel assigned and attached to the Brigade.

(3) Conduct Prevention of Sexual Harassment training twice yearly for all personnel assigned and attached to the Brigade.

d. Goal: Conduct EO/CO2 training/education quarterly.

e. Milestone: Company's will report EO Training Conducted and projected EO Training, to their respective Battalion's Quarterly (Quarterly Training Brief).

f. Basis for Goal: AR 600-20 and DoD Directive 1350.3.

10. Service and Performance Awards Program.

a. Proponent: S-1

b. Objective: Determine parity in the proportionate distribution of awards by REDCAT and gender.

c. Affirmative Action: Monitor trends in the distribution of service and impact awards (i.e. Legion of Merit, Meritorious Service Medal, Army Commendation Medal, and Army Achievement Medal) by REDCAT and gender.

d. Goal: Awards distribution rates for each category should be comparable to the total population of eligible soldiers. Commanders will monitor awards distribution and identify/address possible trends.

- e. Milestone: Report Quarterly to EOA, NLT 17 working days prior to the end of each quarter.
 - f. Basis for Goal: AR 600-20 and DoD Directive 1350.3.
11. Military Discipline (Judicial and Non-judicial Punishments).
- a. Proponent: S-1/Legal NCO
 - b. Objective: Accurate patrol of judicial and non-judicial punishments.
 - c. Affirmative Action(s):

A-7

(1) Monitor the total number of actions (Article 15's and Courts Martial) by REDCAT and gender.

(2) Review trends in the type of action imposed, by category of offense, within each REDCAT and gender.

d. Goal: Provide equitable treatment to all soldiers.

e. Milestones:

(1) Report quarterly to EOA, NLT 17 working days prior to the end of each quarter.

(2) Legal NCO provides the Brigade Commander a trend analysis of punishments quarterly and annually.

f. Basis for Goal: AR 600-20 and DoD Directive 1350.3.